



*State of Washington*

**Transportation Improvement Board**

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## **Transportation Commission March 20, 2007**

### **TIB PERFORMANCE DASHBOARD DRIVES RECOVERY AND SUCCESS**

Five years ago, the Transportation Improvement board was running \$35 million in the red and canceling projects due to outdated financial management. The agency, which issues transportation grants to local governments, used paper spreadsheets to adjust over \$600 million in commitments. Monthly staff reports to the agency's board provided only cryptic financial data. At one point, project inventory exceeded today's performance target by more than 400 projects and payments were delayed up to five months at the end of the 1999-2001 biennium.

Beginning in 2001, new management initiated an obviously urgent course correction and used performance management both to drive financial recovery and to establish transparency. The data from twelve years of project activity represented a unique information warehouse we could mine for useful statistics. Constant use of performance data led progressively to greater automation. In late 2004, we took a major step forward by pursuing development of a performance management dashboard for use by all staff. The TIB GMAP performance management dashboard accesses data from our project database and displays financial, project, and staff performance data in real time.

TIB is an acute example of the importance of performance feedback. The business dashboard has been key to restoring financial stability to an agency in dire need of a new approach. TIB has corrected its financial condition and eliminated the extensive over-programming. The rich communications value of the system helped avert the likely default of the state on funding commitments to hundreds of local agency street projects.

TIB's business dashboard responds to Governor Gregoire's Government Management, Accountability, and Performance (GMAP) directive. The governor requires all state agencies to implement performance management programs. Our business dashboard is the only interactive web-driving implementation of GMAP in Washington state government. TIB regularly provides demonstrations of the system to assist other state agencies and external agencies and businesses.

In response to this new way of doing business, the Legislature invested in TIB after previously declaring no confidence. During the 2005 legislative session, the chairman of the senate transportation committee cited the quality of TIB's project and performance information in support of proposed transportation legislation. A new grant program was established, providing TIB with additional capital funding.

